Transportation

ACCOUNTABILITY STATEMENT

This Business Plan for the three years commencing April 1, 2001 was prepared under my direction in accordance with the *Government Accountability Act* and the government's accounting policies. All of the government's policy decisions as at April 3, 2001 with material economic or fiscal implications of which I am aware have been considered in preparing the Business Plan.

The Ministry's priorities outlined in the Business Plan were developed in the context of the government's business and fiscal plans. I am committed to achieving the planned results laid out in this Business Plan.

[ORIGINAL SIGNED]

Ed Stelmach, *Minister of Transportation*
April 10, 2001

OUR MISSION

Alberta Transportation contributes to Alberta's economic prosperity and quality of life through the provision of a safe and efficient transportation network, water management facilities and environmentally safe water and wastewater infrastructure.

CORE BUSINESSES

- Improve road, driver and vehicle safety by: ensuring effective driver education and licensing standards; delivering vehicle and commercial carrier safety programs; monitoring the handling and transport of dangerous goods; managing driver records and problem drivers; implementing impaired driving programs; and overseeing the safe operation of provincial railways.
- Continually improve the provincial highway infrastructure through efficient planning, design, construction, rehabilitation, operation and maintenance. Provide design, construction and rehabilitation of major water management infrastructure.
- Through innovative partnerships, support municipalities in the provision of their overall transportation and water/wastewater infrastructure needs.
- Influence national and international policy on roads, busing, trucking, rail, air, passenger, accessibility, ports/marine, and border crossing service facilities.
- Represent Alberta's interests in internal and external trade agreements as they impact transportation.

LINKAGES TO THE GOVERNMENT BUSINESS PLAN

Of the three core businesses identified in the Government's Business Plan: *People, Prosperity and Preservation,* Alberta Transportation primarily supports the core business *Prosperity* through the provision of a safe and efficient transportation network and water management facilities and water/wastewater infrastructure. It also contributes to the two other government core businesses and their associated goals, as summarized on the next page.

102-03526/

GOVERNMENT BUSINESS PLAN	ALBERTA TRANSPORTATION BUSINESS PLAN
People:	
1. Albertans will be healthy.	1. Improve transportation safety and accessibility and provide capital funding for environmentally safe water/wastewater facilities (Goals 1, 2, 3).
2. Our children will be well cared for, safe, successful at learning and healthy.	2. Improve transportation safety and provide capital funding for environmentally safe water/wastewater facilities (Goals 1, 3).
6. The well-being and self-reliance of Aboriginal people will be comparable to that of other Albertans.	6. Involve Aboriginal peoples in ministry projects (Goal 2).
Prosperity:	
7. Alberta will have a prosperous economy.	7. Construct and maintain highway and construct and rehabilitate water management infrastructure (Goals 2, 3).
8. Our workforce will be skilled and productive.	8. Enhance the Joint Workforce Development Initiative (Goal 5).
11. Alberta will have effective and efficient infrastructure.	11. Construct and maintain highway infrastructure and construct and rehabilitate water management infrastructure (Goals 2, 3).
14. Alberta businesses will increase exports.	14. Four-lane the North-South Trade Corridor, develop transportation policy, and harmonize truck weights and dimensions (Goal 4).
Preservation:	
15. Alberta will be a safe place to live and raise families.	15. Improve transportation safety (Goal 1).
17. The high quality of Alberta's environment will be maintained.	17. Rehabilitate and upgrade water management facilities, provide funding for municipal water and wastewater facilities, monitor the transport of dangerous goods, and support climate change initiatives (Goals 1, 2, 3).

GOALS AND STRATEGIES

GOAL 1: IMPROVE TRANSPORTATION SAFETY

OBJECTIVES	KEY STRATEGIES
1. Improve road user behaviour.	• Continue traffic safety strategies to improve driver, vehicle and highway safety, such as the "Walk the Talk About Back to School Safety Program", the "Summer Joint-Forces Check Stop Campaign", the "Snowmobile Safety Information and Education" program, and advertisement strategies which are aimed at promoting traffic safety messages. • Implement the *Traffic Safety Act* and its regulations, providing a legislative framework for safety issues (e.g., rules of the road) and new initiatives (e.g., graduated licensing).
2. Improve standards for the commercial carrier industry.	• With federal/provincial/territorial governments, review and streamline hours of service legislation for commercial carriers and ensure the rules are consistently applied in Alberta. • Develop and implement new initiatives to encourage the safe conduct of commercial carriers and drivers including fatigue management and professional driver training initiatives. • Support the development and implementation of an international cargo securement standard. • Continue a pilot program authorizing transport officers to enforce legislation against moving violations by drivers of commercial vehicles. • Monitor the handling and transport of dangerous goods.
3. Improve the delivery of services.	• Develop and implement a one-window permit system so commercial carriers can obtain all required permissions for overweight and overdimension transportation through one application. • With Justice, Solicitor General, Government Services, and Innovation and Science, allow enforcement services electronic access to ministry transportation safety data. • Develop a process to license private sector mechanics to repair and inspect vehicles written off in Alberta or other provinces.
4. Enhance rail safety.	• Provide for the safe operation of railways under provincial jurisdiction through the proclamation of the new *Railway Act*.

GOAL 2: ENHANCE TRANSPORTATION INFRASTRUCTURE PLANNING AND MANAGEMENT

OBJECTIVES	KEY STRATEGIES
1. Lead the cross-ministry Capital Planning Initiative.	• Support effective funding decisions with a long-term capital plan for both government-owned and supported infrastructure. • Continue to implement effective, independently verifiable Infrastructure Management Systems (IMS) and common key performance measures for owned infrastructure to improve planning and priority setting. • Develop a strategy for design and implementation of IMS and associated performance measures for supported infrastructure. • Continue to gain experience and identify best practices in public-private partnerships.
2. Continue to implement the recommendations of the Premier's Task Force on Infrastructure.	• Work with municipalities to complete the transfer to the Province of the management of secondary highways and key primary and trade highways through the cities. • Evaluate long-term funding requirements for municipal infrastructure in conjunction with the Alberta Urban Municipalities Association and the Alberta Association of Municipal Districts and Counties.
3. Efficiently administer infrastructure construction and maintenance contracts.	• Provide industry stakeholders access to the electronic distribution process for all ministry contract tendering documents. • Deliver the provincial highway construction and rehabilitation program effectively by ensuring that, each year, 50% of projects are available for tender by November 15 and an additional 25% by December 15. • With Alberta Environment, mitigate environmental issues within the provincial highway construction and rehabilitation programs.
4. Protect the integrity of highway infrastructure.	• Ensure the provincial highway network is properly maintained by ordering work, setting standards and monitoring private-sector contractor performance. • Research ways to manage and preserve the highway system. • Monitor and enforce truck weight limits on highways.
5. Support the Government's Aboriginal Policy Initiative.	• With other ministries, explore opportunities to expand the involvement of Aboriginal peoples in providing resources for ministry projects undertaken on their lands.
6. Facilitate the accessibility of Alberta's transportation system.	• Support the Alberta Advisory Committee on Barrier-Free Transportation and its initiatives, and ensure that accessibility is fully considered in the planning of Alberta's transportation infrastructure, including highway signing and rest area facilities. • Work with municipal partners to ensure funded transportation infrastructure (e.g., LRT and other transit facilities, and low-floor transit buses) are fully accessible to seniors and persons with disabilities.
7. Participate in climate change initiatives.	• Continue involvement in the national climate change process and represent departmental interests in key provincial environmental strategies (e.g., Climate Change Bureau and Climate Change Central).
8. Implement the Intelligent Transportation System Strategic Plan.	• Explore opportunities for the deployment of Intelligent Transportation Systems technologies to improve the safety and efficiency of the provincial transportation network. • Participate in national initiatives to promote and advance the development of Intelligent Transportation Systems.

GOAL 3: WORK WITH PARTNERS TO PROVIDE QUALITY TRANSPORTATION, WATER MANAGEMENT AND WATER/WASTEWATER INFRASTRUCTURE

OBJECTIVES	KEY STRATEGIES
1. Continue to provide funding to support municipal transportation and water/wastewater infrastructure.	• Implement the Infrastructure Canada/Alberta Program, a federal/provincial/municipal partnership providing approximately $500 million in funding over six years for "green" and other municipal infrastructure. • Provide the cities of Calgary and Edmonton with annual funding based on five cents per litre of fuel delivered for road use. Other cities will continue to receive Basic Capital Grant Funding on a per capita basis. • Provide cost-shared funding (comparable to funding provided to cities) on an annual population-based formula, for transportation projects in towns, villages, summer villages and hamlets. • Provide financial assistance to rural municipalities and Métis settlements for upgrading of their local roads and bridges. • Continue the Resource Roads/New Industry Program to assist rural municipalities, towns, and villages impacted by resource and new industrial-based traffic. • Provide funding through the Alberta Municipal Water/Wastewater Partnership to construct municipal water/wastewater facilities.
2. Protect the integrity and effectiveness of water management infrastructure.	• In partnership with Alberta Environment, complete construction of the South Heart River Dam Spillway Replacement project and continue with the Little Bow River and Carseland/Bow River Headworks Rehabilitation projects (subject to funding availability).

GOAL 4: IMPROVE ACCESS TO GLOBAL MARKETS

OBJECTIVES	KEY STRATEGIES
1. Develop the North-South Trade Corridor.	• Develop the North-South Trade Corridor until four-laning is substantially completed in 2007. The corridor runs from the United States border at Coutts to the British Columbia border west of Grande Prairie. Key projects during 2001-04 include Calgary's Deerfoot Trail extension and Edmonton's Anthony Henday Drive ring road.
2. Encourage consistent trucking standards between Canada and the United States.	• Improve access and reduce costs for transportation of goods along the Canada/America/Mexico (CANAMEX) Corridor, by encouraging western states to adopt harmonized truck weights and dimensions and implement international cargo securement standards. • Promote a seamless transportation logistics system for Alberta exporters. • Partner with Canadian and United States governments and the State of Montana to operate a joint border crossing facility in Coutts.
3. Improve air transportation for both passengers and cargo.	• Support, further to an Alberta Economic Development Authority initiative, the implementation of the Aviation Strategy Initiative to improve access to quality aviation facilities and services for passenger travel and import/export of goods.
4. Work with other jurisdictions in pursuing national programs and federal legislation to improve transportation of goods.	• With other provinces, obtain a commitment from the federal government for a Canada-Wide Transportation Strategy that will provide funding for upgrading of the National Highway System. • Promote the establishment of an efficient grain handling and transportation system that is based on commercial principles. • Evaluate trends in rural transportation (e.g., the impact of grain elevator consolidation and branchline abandonment on highways and local roads). • In co-operation with other ministries, continue advancing Alberta's position in the review of the *Canada Transportation Act*.

GOAL 5: CREATE A VALUE-ADDED ORGANIZATION

OBJECTIVES	KEY STRATEGIES
1. Build a workforce that can meet or exceed the challenges outlined in the business plan and support overall government goals and programs.	• Implement the new Transportation ministry through the effective reallocation of staff and other resources. • Partner with Alberta Infrastructure to effectively share strategic corporate services and work with Alberta Corporate Service Centre to manage transactional corporate service needs. • Recruit additional staff to undertake inspections and enforce motor carrier vehicle regulations, and ensure the appropriate level of support for the delivery of operational and capital programs to the transitioned secondary highways and key primary highways through cities. • Provide ongoing support and resources to manage emerging government priorities as needed, such as managing the Capital Planning Initiative on behalf of Government.
2. Update and implement the Human Resource Plan.	• Train staff and foster an environment based on teamwork. • Ensure leadership continuity within the ministry by developing an effective succession plan. • Implement recommendations from the Human Resource Advisory Committee regarding staff development and improving staff morale. • In co-operation with Alberta Infrastructure, enhance the Joint Workforce Development Initiative by working with industry and educational institutions to attract, train and develop members of the construction and consulting industries and the public service. Continue with the employee exchange program and implement a mentoring initiative. • Undertake work climate surveys to measure how well the workplace environment meets employee needs. • Encourage and support the Alberta Infrastructure/Alberta Transportation Wellness at Work Team to promote the physical and mental well-being of employees, improve working relationships and enhance the corporate image of the ministry. Also support the ongoing implementation of the co-operative Rewards and Recognition Program.
3. Provide top-quality programs and services to clients.	• Undertake an annual client satisfaction survey to measure the services provided by Alberta Transportation. • Based on survey results, undertake improvements to programs and services to meet client needs.

CORE PERFORMANCE MEASURES

GOAL 1: IMPROVE TRANSPORTATION SAFETY

Traffic Safety Measure

The ministry is developing a new measure that will report on the successes of one or more of the new traffic safety programs and initiatives, and will allow the ministry to gauge the effectiveness of driver education programs.

Mechanical Safety of Commercial Vehicles

This measure is defined as the percentage of commercial vehicles that are rendered out-of-service (using nationally-recognized criteria) when inspected by ministry staff at roadside checks. Our goal is to achieve *no more than* the percentages indicated in the targets in the table below.

	Results	Targets	Business Plan Targets		
	1999-2000	2000-01	2001-02	2002-03	2003-04
Maximum % of inspected vehicles requiring on-site adjustments	23.3	25.0	25.0	25.0	25.0
Maximum % of inspected vehicles requiring attention of a mechanic	5.0	5.0	5.0	5.0	5.0

GOAL 2: ENHANCE TRANSPORTATION INFRASTRUCTURE PLANNING AND MANAGEMENT

The Capital Planning Initiative Report of March 2000 identified three long-term performance measures to be used across government to report on the management of physical infrastructure:

Physical Condition – the percentage of physical infrastructure rated as being in acceptable condition;

Utilization – the percentage of physical infrastructure for which utilization level is within targeted capacity;

Functional Adequacy – the percentage of physical infrastructure that provides acceptable functional service.

Planning and Management of Provincial Highways

	Results	Targets	Business Plan Targets		
	1999-2000	2000-01	2001-02	2002-03	2003-04
A) Physical Condition: % of provincial highways with IRI* of *fair* or better	95	95	95	95	95
B) Utilization: % of provincial highways with LOS** of C or better	98	98	98	98	98
C) Functional Adequacy: % of provincial highways meeting target criteria for functional adequacy	To be determined				

* IRI is the International Roughness Index. It measures the physical condition of a highway according to the United States Federal Highway Administration ratings specified in section A below.

** LOS is Level of Service which is measured according to an international scale explained in section B below.

A) Physical Condition of Provincial Highways

This measure is an indicator of the riding comfort for the travelling public on highways under provincial jurisdiction. Provincial highways include the primary highways and all secondary highways that are being brought under ministry direction, control and management. The results and targets in the table above relate to the percentage of the provincial highway network rated as meeting or exceeding a predetermined IRI value. (The United States Federal Highway Administration has established the following benchmarks for IRI. Generally speaking, non-interstate highways can be compared to Alberta's provincial highways.)

	United States Federal Highway Administration Standard	
IRI Rating	United States Interstate	Non-Interstate
Very Good	Less than 0.95	Less than 0.95
Good	0.95 - 1.49	0.95 - 1.49
Fair	1.50 - 1.89	1.50 - 2.69
Poor	1.90 or Greater	2.70 or Greater

B) Utilization of Provincial Highways

Utilization of provincial highways is defined by the percentage of the network that is equal to or better than a targeted LOS. If a highway meets or exceeds this targeted level, it is being utilized as planned. The targeted LOS for provincial highways is C, as that level triggers future upgrading. LOS is an international measure based on the ability of traffic to move freely. The scale ranges from A to F, with A representing no restrictions on traffic flow, and F representing a breakdown of flow.

The LOS calculations are based on methodology outlined by the United States Transportation Research Board. Its applicability to Alberta conditions is being reviewed. Also, since the province is assuming jurisdiction of secondary highways, the data sources for the calculation are being updated and the targets may require adjustment.

C) Functional Adequacy of Provincial Highways

Functional adequacy is defined by the percentage of road infrastructure that is rated as meeting target criteria. A provincial highway is functionally adequate if the roadway is a standard width and if the traffic is unrestricted by speed postings due to geometrics or road bans. Complete data for this measure is unavailable at this time.

GOAL 3: WORK WITH PARTNERS TO PROVIDE QUALITY TRANSPORTATION, WATER MANAGEMENT AND WATER/WASTEWATER INFRASTRUCTURE

Progress on Completion of Major Water Management Construction Projects

Project	Results 1999-2000	Targets 2000-01	Business Plan Targets 2001-02	2002-03	2003-04
South Heart River Dam Project	—	50	100	—	—
Little Bow River Project	—	20	50	95	100
Carseland/Bow River Headworks Rehabilitation (subject to funding availability)	—	2	3	9	19

This measure is based on the percentage of total construction costs paid to contractors reflecting construction progress on each project.

GOAL 4: IMPROVE ACCESS TO GLOBAL MARKETS

Construction Progress on the North-South Trade Corridor

	Results 1999-2000	Target 2000-01	Business Plan Targets 2001-02	2002-03	2003-04
% of four-laning open to travel	57.3	69.0	73.0	75.0	80.0

This measure is defined as the percentage (urban and rural) of the North-South Trade Corridor being twinned that is open to travel. This corridor consists of 1,175 kilometres of highway, of which nearly 100 kilometres are within cities.

Client Satisfaction Survey

This measure is being developed. Data collected in 2000-01 will enable the ministry to develop a measure and set targets for future years.

Expense by Core Business

(thousands of dollars)

	Comparable 1999-2000 Actual	Comparable 2000-01 Budget	Comparable 2000-01 Prelim. Actual	2001-02 Estimates	2002-03 Target	2003-04 Target
EXPENSE						
Core Business						
Road, Driver and Vehicle Safety Improvements	25,644	26,517	27,967	29,748	30,079	30,530
Road Infrastructure	502,059	527,971	526,566	651,900	566,031	490,206
Municipal and Other Infrastructure	608,187	537,350	333,500	378,500	173,950	60,050
MINISTRY EXPENSE	1,135,890	1,091,838	888,033	1,060,148	770,060	580,786
CAPITAL INVESTMENT						
Core Business						
Road, Driver and Vehicle Safety Improvements	3,936	3,300	3,300	3,313	3,300	3,300
Road Infrastructure	212,769	335,032	335,032	473,395	524,106	285,881
Municipal and Other Infrastructure	10,611	7,072	7,072	5,772	7,272	7,972
MINISTRY CAPITAL INVESTMENT	227,316	345,404	345,404	482,480	534,678	297,153

Ministry Statement of Operations

(thousands of dollars)

	Comparable 1999-2000 Actual	Comparable 2000-01 Budget	Comparable 2000-01 Prelim. Actual	2001-02 Estimates	2002-03 Target	2003-04 Target
REVENUE						
Internal Government Transfers	91,700	20,000	20,000	70,000	35,000	15,000
Transfers from Government of Canada	575	451	451	451	451	451
Investment Income	427	-	-	-	-	-
Premiums, Fees and Licences	14,712	11,588	11,588	14,270	11,395	11,479
Other Revenue	14,850	3,335	3,335	3,385	3,410	3,910
MINISTRY REVENUE	122,264	35,374	35,374	88,106	50,256	30,840
EXPENSE						
Program						
Provincial Highway Systems	361,361	362,623	361,173	316,379	315,126	261,846
Transportation Safety Services	18,753	20,380	21,830	23,483	23,808	24,251
Municipal Partnerships	606,296	535,350	331,500	376,500	171,950	58,050
Infrastructure Canada / Alberta Program	-	-	-	138,000	33,028	-
Support Services	39,674	40,545	40,590	41,846	42,208	42,699
Amortization	100,668	123,440	123,440	148,440	168,440	178,440
Consumption of Inventories	9,043	9,500	9,500	15,500	15,500	15,500
Valuation Adjustments and Other Provisions	95	-	-	-	-	-
MINISTRY EXPENSE	1,135,890	1,091,838	888,033	1,060,148	770,060	580,786
Gain (Loss) on Disposal of Capital Assets	3,551	-	-	-	-	-
Write Down of Capital Assets	(248)	-	-	-	-	-
NET OPERATING RESULT	(1,010,323)	(1,056,464)	(852,659)	(972,042)	(719,804)	(549,946)

CAPITAL INVESTMENT

	Comparable 1999-2000 Actual	Comparable 2000-01 Budget	Comparable 2000-01 Prelim. Actual	2001-02 Estimates	2002-03 Target	2003-04 Target
Program						
Provincial Highway Systems	179,718	305,782	306,782	443,001	495,106	257,489
Water Management Infrastructure	40,505	32,622	32,622	33,572	33,572	33,572
Support Services	7,093	6,000	6,000	5,907	6,000	6,092
CAPITAL INVESTMENT	227,316	345,404	345,404	482,480	534,678	297,153

Consolidated Net Operating Result

(thousands of dollars)

	Comparable 1999-2000 Actual	Comparable 2000-01 Budget	Comparable 2000-01 Prelim. Actual	2001-02 Estimates	2002-03 Target	2003-04 Target
Ministry Revenue	122,264	35,374	35,374	88,106	50,256	30,840
Inter-ministry consolidation adjustments	(91,700)	(20,000)	(20,000)	(70,000)	(35,000)	(15,000)
Consolidated Revenue	30,564	15,374	15,374	18,106	15,256	15,840
Ministry Program Expense	1,135,890	1,091,838	888,033	1,060,148	770,060	580,786
Inter-ministry consolidation adjustments	(9,043)	-	-	-	-	-
Consolidated Program Expense	**1,126,847**	**1,091,838**	**888,033**	**1,060,148**	**770,060**	**580,786**
Gain (Loss) on Disposal of Capital Assets	3,551	-	-	-	-	-
Write Down of Capital Assets	(248)	-	-	-	-	-
Inter-ministry consolidation adjustments	-	-	-	-	-	-
CONSOLIDATED NET OPERATING RESULT	(1,092,980)	(1,076,464)	(872,659)	(1,042,042)	(754,804)	(564,946)